HEADQUARTERS THIRD AIR FORCE, A-STAFF
STATEMENT OF WORK (SOW)

1.0 Description of Services:

1.1 **Purpose:** The purpose of this Statement of Work (SOW) is to specify requirements to be performed by the Contractor in providing support to the Commander, 3 AF. These requirements include fulfilling functions in five different directorates: A9 Operational Analysis, A4 Logistics, A6 Communications, A2 Intelligence, and A3 Operations.

1.1.1 **A9** - The Contractor shall support two separate divisions: 1—(A9A) Operational Analysis & Assessments in support of the 3 AF leadership decision-making & operational events/exercises, and 2—(A9L) Lessons Learned support providing 3 AF/A9 with analytical and technical expertise documenting Joint, Air Force, USAFE, and 3 AF observations & issues, and analyze them to determine impact on 3 AF performance within exercises, operations, and staff processes. Both divisions require the Contractor make sound recommendations to enable organizational improvement as a result of analytical studies and witnessed lessons & issues. Determine the best method of incorporating those analytical recommendations and lessons learned back into staff processes, procedures and exercise/training programs.

1.1.2 **A4** - The Contractor shall provide advisory and assistance services (A&AS) support for the 3 AF Logistics Exercise planning effort. The details regarding the A&AS support for logistics exercise planning will be integrated as sub-paragraphs to the main paragraphs comprising this SOW.

1.1.3 **A6** - The Contractor shall support VTC (both classified and unclassified, point-to-point, and multi-site VTC capability, both ISDN and IP-based VTC capability), planning, engineering, acquisition, implementation, configuration, accreditation, operations, maintenance coordination, troubleshooting, installation, and user training & support for HQ 3 AF and 3 AF Wings. The contractor shall facilitate the integration of new VTC technologies into existing architecture with no impact to ongoing operations.

1.1.4 **A2** – The Contractor shall provide system security management, technical analysis, and documentation support as a Special Security Rep/Information Assurance Officer (SSR/IAO). The Contractor will direct special security programs throughout USAFE HQ and Numbered Air Forces (NAF) to protect HQ USAF and CJCS compartmented & sensitive programs. The Contractor shall also act as liaison with USEUCOM, CJCS, and other national agencies for program and automated information system security management.

1.1.5 **A3** - The Contractor shall fulfill the role of 3 AF Special Technical Operations Program Security Officer (PSO). The PSO provides critical security support to COMUSAFE and 3 AF/CC programs and personnel. The PSO also is liaison with USEUCOM, CJCS, and other national agencies for program and automated information system security management.

1.2 Scope: The Contractor shall provide personnel, materials, and resources to accomplish the terms and conditions of this SOW. The Contractor shall provide the primary subject matter experts/analysts and ancillary staff to perform the duties as described below.

The Contractor shall:

Analysis & Assessments (A9A)
- Perform Red Teaming support for Operational Planning Teams (OPTs)
- Organize and facilitate Table Top Exercises and Mission Rehearsal for operations and exercises
- Create and implement scenarios in support of operational/exercise mission rehearsal
- Create documents & briefings in support of operational planning
- Implement Effects Based Approach to Operations (EBAO) within operations and exercises

- Develop campaign objectives, effects, measures of effectiveness (MOEs), measures of performance (MOPs), and indicators in support of EBAO assessments
- Implement weights and thresholds for EBAO assessments
- Produce documents and briefings supporting analysis & assessments
- Quantitatively & qualitatively describe Commander Air Force Forces (COMAFFOR) performance in support of daily ops, contingency ops, and exercises
- Create & execute data collection plans & mechanisms to satisfy analysis & assessments
- Perform analytical studies & reporting and corresponding documentation/briefings in support of leadership decision making
- Provide Subject Matter Expertise (SME) as needed for analytical studies & Red Teaming
- Accomplish taskers as required; to include document review, commentary, coordination, analysis, research, and creation
- Perform activities supporting analysis, such as creating, organizing, and storing files as well as data entry & sorting

Lessons Learned (A9L)
- Solicit inputs and analyze observations, issues, and lessons learned from ops and exercises
- Identify emerging issues and recommend action plans for remediation
- Work with Air Staff and Joint/HHQ analytical agencies to highlight issues having service and Joint impact
- Author reports for After Action Reviews (AARs)
- Author trip reports/summaries from exercise conferences or meetings.
- Review lessons learned from previous exercises and operations to help guide exercise objectives and development
- Build a Lessons and Remediation team of functional and special staff leads subject matter experts (SMEs)
- Analyze data to determine areas for 3 AF performance improvement and to feed into Lessons Learned
- Collect data for lessons learned to include interviews, hardcopies, network data collection, verbal data collection, etc.
- Accomplish taskers as required; to include document review, commentary, coordination, analysis, research, and creation

Logistics Exercise Planning (A4)
- Provide Subject Matter Expertise on logistics process and procedures
- Apply extensive knowledge & experience to plan, organize, and determine command policies, regulations, directives, doctrine, and procedures in support of major 3 AF logistics programs
- Actively participate in the 3 AF staff process, as well as Deliberate & Adaptive planning and Exercise Support Planning
- Work alongside staff members and with project teams to review, collect, and analyze data: prepare reports and briefings in support of other theater organizations
- Help the 3 AF staff prepare for 3 AF, Air Component (will not assume USAFE/A4 staff responsibilities if USAFE staff is a player in the exercise) and EUCOM exercises
- Develop operations, contingency, and exercise plans
- Support use and training of automated logistics information systems
- Analyze feedback from exercises and contingencies and write after-action reports, including recommended improvements in execution and training
- Advise 3 AF/A4 staff on the best use of automated logistics tools during crises and exercises
- Attend meetings and conferences in support of 3 AF, Air Component, and EUCOM exercises
- Represent the 3 AF/A4 directorate at meetings and conferences
- Brief 3 AF/A4 staff on the participation of logistics functions in 3 AF, Air Component, and EUCOM exercises
- Brief 3 AF/A4 staff on after-action findings

VTC Systems Engineering and Operations Support (A6)
- Coordinate installation and operation of VTC with HQ 3 AF and 3 AF Wings. Including VTCs in locations outside of Ramstein AB. Must be able to travel.

- Perform site surveys as required both at HQ 3 AF and 3 AF Wings
- Connect equipment, turn on equipment, perform communications checks (includes both VTC and phone equipment where applicable) and verifiy all required functionality, monitor the actual VTC in a standby support mode, troubleshoot system problems & performance issues, and shut down, disconnect, and stow equipment
- Coordinate with EUCOM, USAFE, 3 AF, DISA, and all other potential VTC schedulers, end points, and/or hubs
- Maintain current documentation at each VTC location for configuration, operation, and troubleshooting purposes of the system
- Provide training to users in support of operations, exercises, and day-to-day duties. Noting that occasionally operations and exercises require 24 X 7 support in an "on-call" manner when required by the Government.
- Provide for present and future cross-functional requirements and interfaces with other non-native VTC infrastructures
- Perform hardware and software analysis to provide comparative data for performance characteristics and suitability within the existing system environment
- Research and make recommendations for system upgrades and configuration changes
- Prepare technical documentation, strategies, and plans for the implementation and installation of the new desktop and conference room VTC technologies into existing infrastructure
- Prepare/process system security accreditation packages as required for all 3 AF VTC issues
- Ensure VTCs abide by all applicable government security policies & directives
- Perform crypto upgrades/reloads
- Provide DISA and EUCOM with 3 AF VTC Global Address List (GAL) updates as necessary
- Provide over the phone technical support to all 3 AF customers for VTC troubleshooting
- Provide daily updates on status of VTCs to 3 AF/A6
- Develop a tactical portal on 3 AF websites for tactical VTC units deploying into the EUCOM AOR and need VTC information in order to setup and establish VTC services (bridges, hubs, gateways, etc) at a deployed location
- Recommend upgrades to the 3 AF VTC infrastructure

Special Security Rep/Information Assurance Officer Support (SSR/IAO) (A2)
- Assist 3AF/A2 in providing system security management, technical analysis, and documentation support
- Coordinate with the HQ USAFE Special Security Office (A2S) to validate that system operators have the requisite security clearances, authorization, and need-to-know, and are aware of their security responsibilities before granting system access.
- Follow procedures IAW HQ USAFE Security CONOPS SECCONOPS, Director of Central Intelligence Directive (DCID) 6/3 , Joint DoDIIS/CRYPTOLOGIC SCI Information Systems Security Standards (JDCSISSS)
- Follow local configuration management policies and procedures, for authorizing software use prior to its implementation on a system. Any changes or modifications to hardware, software, or firmware of a system must be coordinated with the IAM and appropriate approving authority prior to the change
- Maintain a magnetic media database IAW the JDCSISSS, DCID and the CONOPS for facility tracking of all removable media
- Report all security incidents to the Information Assurance Manager (IAM), and shall initiate protective or corrective measures when a security related incident or vulnerability is discovered
- Ensure systems are operated, maintained, and disposed of in accordance with internal security policies and procedures as outlined in the accreditation/certification support documentation package
- Maintain proficiency with applicable Government security directives (DoD 51-5.21-M-1, DCID 6/9, AFMAN 14-304, JDCSISSS and the HQ USAFE CONOPS, etc.)
- Establish audit trails and ensure their review
- Conduct periodic reviews to ensure compliance with the accreditation/certification support documentation package
- Maintain, create, and update as required all (SCIF) related documentation. i.e, Fix Facility Checklist, Appendix J, System Security Authorization Agreements (SSAA), floor plans and have complete

accountability of all Automated Information Systems (AIS) in the facility. Ensure all IS security-related documentation is current and accessible to properly authorized individuals

- Perform completion of the Computer Security Checklist by annually and fix all write-ups contained within.
- Ensure system security requirements are addressed during all phases of the system life cycle
- Coordinate the issuance of temporary and permanent USERID's for JWICS system
- Access only that data, control information, software, hardware, and firmware for which they are authorized access and have a need-to-know, and assume only those roles and privileges for which they are authorized
- Responsible to uphold the HQ USAFE security posture, thus responsible to the Command Information Assurance manager for all security required actions needed to be performed
- Maintain overall responsibility for the day-to-day management and implementation of SCI security and administrative instructions for a separate subordinate SCIF
- Be proactive in all consultations and plans that involve proposed changes affecting the physical integrity of the SCIF by consulting with USAFE SSO
- Enforce proper procedures for handling, storing and transporting SCI; review and request SCI courier cards through the USAFE SO office
- Review, update and verify personnel security data using JPAS and SCIPR and control SCIF entry using visitor logs and badges
- Maintain a facility book to include all SCIF's information (concept approval, inspectable space determination, accreditation message, appointment letters, FFC, Appendix J, SOP's, EAP's etc.)
- Inspect all Information System equipment entering/exiting from SCIF and complete and maintain the proper documentation for such actions
- Conduct random inspections at SCIF entry point on personnel either entering or leaving SCIF (use different times and fluctuate periodicity)
- Centralize, maintain and use appropriate security forms in conjunction with day to day SCIF ops (SF 700, 701, 702)
- Conduct annual SCI self inspections
- Be present for all DIA inspections and SSO SAV's
- Report all physical SCI security violations to the USAFE SSO
- Provide/implement quarterly training to 3AF personnel on security awareness
- Hold U.S. Government security clearance/access approval commensurate with the highest level of information processed by the system

Special Technical Operations (STO)/Program Security Officer Support (PSO) (A3)
- Direct special security programs throughout the USAFE HQ and Numbered Air Forces (NAF) to protect HQ USAF and CJCS compartmented & sensitive programs
- Liaison with USEUCOM, CJCS, and other national agencies for program and automated information system security management
- Prepare program access requests and indoctrination paperwork for USAFE HQ and 3 AF
- Perform program indoctrinations and debriefings
- Perform first tier (local level) review to determine eligibility for over 60 STO billets in accordance with Director, Central Intelligence Directive 6/4 standards (Personnel Security Standards) and Joint Air Force, Army, Navy (JAFAN) 6/4
- Process waivers for STO accesses on individuals who do not meet DCID 6/4 standards
- Request background investigation and periodic re-investigation paperwork/clearance information on assigned personnel
- Manage spreadsheet for STO-briefed personnel
- Be Automated Data Processing Equipment (ADPE) custodian
- Be responsible for functionality of all data processing systems within the facility (NIPRnet, SIPRnet, PDAS, and JWICS) and two satellite locations
- Maintain access to various accounts and web sites for assigned personnel
- Be responsible for accountability of $50,000 of secure telephone systems and $1 million worth of a CJCS network computer system. Point of contact for installation, use, accountability, and disposition of these systems
- Process all actions for physical security requirements for the SCIF

- Coordinate with EUCOM for STO facilities accreditations and inspections
- Monitor access to facility (by assigned personnel and visitors)
- Approve personnel authorized unescorted access to SCIF
- Perform random bag checks to ensure no unauthorized equipment is brought into the facility
- Inspect STO satellite facilities to ensure continued compliance with mandatory security directives/guidance/etc
- Notify appropriate higher authorities as required when anything is not in compliance with security standards
- Be accountable for Top Secret material maintained in the SCIF
- Transmit/receive classified facsimile over secure means
- Enter documents into appropriate control systems and ensures compliance with security directives
- Receive packages, deliver and receive accountable distribution through Defense Courier Service (DCS) or Base Information Transfer System (BITS)
- Ensure secure material is sent through appropriate channels and tracks the material to ensure it reaches the intended recipient
- Control/inventory all incoming magnetic media and ensures 100% accountability for media
- Be primary COMSEC responsible officer
- Be Secure Voice responsible officer
- Be supply equipment custodian

1.3 Skill Capabilities:

The Contractor shall provide a team of individuals with previous military, analytical, planning, exercise, technical, logistics, and security experience qualified to accomplish the work listed in this SOW. This work entails using previous knowledge to interface with staff and planning teams to support the individual duties as described in the scope above. The Contractor will provide personnel that have the interpersonal skills to work with teams of persons from many diverse backgrounds and experiences. The Contractor personnel shall also have the ability to use all standard office tools such as a PC, Microsoft Office, VTCs, and other government applications as required in the performance of the above duties; as well have the skills to create/present reports, briefings, memos, studies, documents, and required forms.

1.3.1   Intelligence Systems and Technical Support. N/A

1.3.1.1 General Support Engineering. N/A

1.3.1.2 Software and Hardware Systems Engineering. N/A

1.3.1.3 Configuration Management (CM). N/A

1.3.1.4 Technical Evaluation, Analysis, and Investigation.

To fulfill the duties within the role of A9 operational analysis & assessments, the Contractor shall perform evaluations, analysis and investigation of various subjects related to the operational mission. This may entail researching available sources and develop scenarios to support Red Teaming and Mission Rehearsal Events or performing analytical studies supporting leadership decision making cycles.

1.3.1.5 Intelligence Analytical Support. N/A

1.3.1.6 Planning (A9 & A4)

As required, the Contractor shall assist in developing long-range plans for the support of command, mission objectives, information systems; furnish data and recommendations to facilitate decision-making at division and directorate levels; evaluate documents and data to determine the effectiveness of policies, programs, and systems;

develop and advocate modifications to systems, concepts of operation, doctrine, policy, and Joint planning documents.

As required, the Contractor shall support document planning and programming decisions in proper AF, NAF, MAJCOM, and Joint formats & procedures; identify emerging operational requirements and assess impact upon current policies and programs; analyze problems created by the incompatibility of future programs and recommend corrective actions; use available data and feedback to verify the relevancy, adequacy, and sustainability of logistics initiatives and systems; coordinate with appropriate staff offices to ensure that major areas of concern are covered by planning and programming documents.

1.3.1.7 Logistics Project Management (A4)

The Contractor shall prepare detailed project plans, budgets, and schedules for assigned program and projects; participate with division management in planning best use of financial and human resources; participate in logistics deliberate planning, including the writing of operations plans, logistics annexes, and functional appendices; provided logistics planning support for operations, exercises, and contingencies through use of products for the Joint Operations Planning & Executions Systems (JOPES), the Collaborative Force-Building, Analysis, Sustainment, and Transportation (CFAST) tool, Joint Flow & Analysis System for Transportation (JFAST) tool (including Sustainment Generator – SUSGEN – module), and Deliberate & Crisis Action Planning & Execution Segments (DCAPES).

The Contractor shall prepare and deliver oral presentations such as briefings, training sessions, and strategy discussions; work with other offices and staff functions to secure cooperation, resolve controversy, and achieve common goals; lead discussions and meetings in support of logistics planning and programming initiatives; prepare formal staff correspondence including memorandums, trip reports, staff summary sheets, bullet background papers, talking papers, and point papers; travel and make presentations in support of division projects and initiatives.

1.3.2   Management Assistance: IAW basic SOW.

1.3.2.1 Site Surveys

The duties within A4 require the Contractor to participate in surveys of exercise locations to determine equipment and space requirements for logistics players and staff members. The Contractor shall work with simulation center technical planners in the allocation of logistics exercise equipment and computer network resources.

The duties with A6 require the Contractor to perform surveys of potential & actual locations to determine feasibility as well as equipment, security, and space requirements associated with VTCs.

1.3.2.2 Training.

The A6 VTC support Contractor shall train users at VTC locations such that 3 AF VTC requirements can be met.

1.3.2.2.1 Exercise & Training Support (A9L)

To support actions within the A9 Lessons Learned division, the Contractor shall work to implement Lessons Learned processes into exercises & training at 3 AF. This entails working with staff to set up and facilitate meetings for hotwashes and after action reviews/reports.

1.3.2.2.2 Exercise & Training Support (A4)

In support of A4 requirements, the Contractor shall support 3 AF, overall Air Component and Joint logistics training objectives during computer-assisted exercise (CAX) and all supporting events leading up to these exercises. This support shall include exercise planning, design, coordination, execution, analysis, and after-action reporting. The contractor shall also define logistics functional requirements and player responsibilities for these communications/computer requirements, manning rosters, and plans for collecting lessons learned.

1.3.2.3 **Technical Reviews and Meetings (A9 & A4).** The Contractor shall serve as reviewer of documents produced by various military HQs and shall be responsible for coordinating commentary/inputs via a formal EUCOM/USAFE/3 AF tasking process. Meetings may be required as a result of these reviews/taskings.

1.3.2.3.1 Guidance for Technical Reviews and Meetings (A4)

The Logistics Exercise Planning Contractor shall support exercise planning conferences, working groups, database tests, and exercise design reviews each year in a manner that is not to conflict with other taskings. For events that involve travel by the Contractor, attendance shall also be predicated on the availability of travel funding and appropriate Government travel authorization. The Contractor shall prepare a report of support provided during their summary of monthly activities.

1.3.2.3.2 Review and Coordinate on Higher Headquarters Documents (A9, A4, and A6). The Contractor shall review Higher Headquarters documents for completeness and accuracy of content and context. Noted inputs will be documented via appropriate comment input sheets.

1.3.2.4 Project Monitoring and Reporting. See Appendix 1

1.3.2.5 Presentations and Briefings. The Contractor shall, upon Government request, produce a status briefing in place of the monthly status report. The Contractor shall prepare and conduct briefings using PowerPoint as a primary tool.

1.3.2.6 Materials/Supplies: N/A

1.3.2.7 Travel:

A9 - There is currently no funding for the Contractor in support of A9. If funding becomes available, a TO modification will be released.

A4 - Travel is funded for the A4 contractor for this Period of Performance. Trips are expected to be performed in support of 3 AF/A4 exercise coordination, facilitation, and participation.

A6 – The expectation is that the Contractor will make approximately seven trips per year supporting VTC requirements. Trip duration is normally less than 2 weeks per trip.

A3 - Requires occasional TDY travel to attend meetings, demonstrations, conferences, to include overseas locations. Often travel is a short notice but seldom extends beyond a week in duration.   However, back-to-back travel does occur which would require the incumbent to be away from the office for more than a week at a time.

1.4. Personnel Labor Categories: IAW basic SOO.

2.0 Service Delivery Summary (SDS):

A9 summary

Performance Objective	SOW paragraph	Performance Threshold
Analytical Reports/Products	1.3.1.4	Accurate (80% draft & 100% final) and timely products 100% of the time per performance period
After Action Reports IAW AFI 10-204 & CJCSI 3150.25	1.2	Timely products 100% of the time per performance period, requiring not more than one revision
Presentations and Briefings	1.2	Accurate (80%-DRAFT &100%-FINAL) and timely products 100% of the time per performance period
Coordination on HHQ Documents	1.2 and 1.3.2.3.2	Accurate and timely products 100% of the time per performance period
Supporting Assessment Products	1.2	Accurate such that not more than one revision is

(spreadsheets, databases, graphs, charts, etc)		required; timely 100% of the time

A4 summary

Performance Objective	SOW paragraph	Performance Threshold
Contractor shall submit a Monthly Status Report (MSR) describing work accomplished during the preceding month, work planned for the coming month, and problem areas. Within the MSR, the contractor shall also include a detailed report of activities and discussions undertaken at meetings and conferences during that reporting period.	1.3.2.5	MSR shall be delivered to the government by close of business on the 15th day of each month, except for the initial report, which shall be delivered on the 15th following the first full calendar month of work. (100% compliance)
Upon written request from the 3 AF/A4X Division Chief, the contractor shall provide the 3 AF/A4 staff with an exercise briefing, including exercise scenario, training objectives, schedule of events, and participation requirements. Briefing shall be in Power Point format.	1.2 & 1.3.2.2.2	100% compliance within five working days of request
Contractor shall write a comprehensive After Action Report following each exercise and contingency, to include Observations, Problems, and Recommendations.	1.3.2.2.2	Reports shall be delivered to the government no more than 30 days following the end of an exercise or operation. (100% compliance)
Within the MSR, the Contractor shall include a detailed report of activities and discussions undertaken at meetings and conferences during that reporting period.	1.2 & 1.3.2.3.1	Report of meeting and conference activity shall appear in the MSR for the month in which the event took place. (100% compliance)

3.0 Government Furnished Property and Services

3.1 Government Furnished Property (GFP): Same as basic contract. On-site Contractor representative will be provided working space, desks, tables, chairs, and DSN telephone access service for a maximum of four personnel. Access to commercial telephone, fax, and copier services will be provided on a space available basis. Office computers, software, and peripherals and DSN telephone lines will be provided to the Contractor as GFP.

3.2 Government Furnished Services: IAW basic SOO.

4.0 General Information:

4.1 TO Procedures: IAW basic SOO.

4.1.1 Technical Evaluation. IAW basic SOO.

4.1.2.   Task Order: IAW basic SOO.

4.1.3.   Performance Period: As outlined in the basic task order and corresponding modifications thereto.

4.1.4 Hours of Performance: IAW basic SOO excluding actual exercise operations periods. The QAP and the PM shall coordinate on split shifts and flexible scheduling requirements to nominally cover up to two (2) hours before

and two (2) hours after normal duty hours (for example 0600-1500 or 1000 to 1900). The Contractor may be required to work nightshift, midshift, rotating shifts, and/or extended shifts and/or holidays during periods as determined by the Government.

4.1.5. Place of Performance: Germany (zone 1) Principal place of performance is: Ramstein Air Base, Germany.

4.1.6 Logistical Support: IAW basic SOO.

4.2 Quality Control Program/Quality Control Plan (QCP). IAW basic SOO.

4.3 Performance Management: IAW basic SOO.

5.0 Associate Contractor Relationship: IAW basic SOO.

6.0. Security Requirements. IAW basic SOO. For the A9, A6, and A4 requirements: all assigned Contractor personnel shall be in possession of a final U.S. Secret security clearance prior to work commencement on this TO. It is desired that as many members as possible have a TS/SCI clearance/access. For the A2 & A3 requirements: Work requires access to Secure Compartmental Information (SCI). Incumbent shall possess a final DoD Top Secret clearance based upon a Single Scope Background Investigation (SSBI) and shall agree to submit to a Counter Intelligence (CI) scope polygraph as required to be assigned to this position

All Contractor personnel shall be cleared for NATO access. The Contractor shall obtain all pass and identification badges from the USAFE SSO located in Building 201, Ramstein Air Base, Germany. All personnel shall contribute to maintain a secure work environment to include facilities, documents, clearances, visiting personnel, and communications.

7.0. Partnering Agreement: IAW basic SOO.

8.0. Mission Essential Personnel: IAW basic SOO.

9.0. Performance of Services during Crisis Declared by the National Command Authority or Overseas Combatant Commander: IAW basic SOO.

APPENDIX 1
Project Monitoring and Reporting.

A9
- The Contractor shall provide a Monthly Status Report on the progress of ongoing analyses.
- Deliver Program Plan within 80 hours after project start;
- Deliver initial Operational Analysis Data Collection Plan to include recommendations for incorporating information/knowledge management technologies within 400 hours after project start;
- Deliver final Operational Analysis Data Collection Plan to include recommendations for incorporating information/knowledge management technologies within 500 hours after project start;
- Deliver an assessment of the Operational Analysis Data Collection Plan within 80 hours after an exercise or operation;
- Review Higher headquarters documents according to tasked schedule;
- Assist in documenting successful procedures and processes; and
- Produce recommendations for incorporating lessons into training programs and assist in developing Red Team Seminars.

In addition the following process is required:

- *Archiving*. The Contractor shall maintain all briefings/documents produced or gathered at the appropriate meetings and archive them into an online library (shared drive or shared website), available for use by Government-specified sources. This library shall be in an electronic format, which will be available to all appropriate Government-specified personnel/agencies.